U.S. Army Materiel Command

MG Mitchell Stevenson

Current and Future Sustainment Operations

AUSA Panel Briefing, 7 Oct 03

AMC Mission and Vision for the F

AMC Mission . . .

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States, and our Allies

AMC Vision for the Future . . .

Dedicated and innovative people:

- **Committed to continuously improving support to soldiers**
- **Leading the development of new technologies and sustainme to transform the Army**
- **Reshaping the workforce for the 21st century**

GLOBAL UPDATE

ONGOING OPERATIONS IN IRAQ & AFGHANISTAN

AMMUNITION

AMC is the Single DOD Manager for Conventional Ammunition: 5.56mm Cartridges To 2,000 lb. Bombs

Explosive Bomb Production up 350%

Quantity of Ammo Shipped: 367,834 tons (1.065 Billion Items)

LOGCAP

Largest Deployment of Contractors Under AMC

Other Services Supported Besides Army

Largest LOGCAP Mission in History

First Time that the LOGCAP Support Unit has Deployed

Proved Critical to Reducing Logistics Footprint on the Battlefield; *Use of Contractors Eased Requirement on Uniformed Service Personnel*

MATERIEL MANAGEMENT

Shipped More Than 67,000 spare-parts

19 Air Landing Sets for Helicopters; Enough to Cover 40 Football Fields

9,000+ Major End Items moved to SWA; a Convoy that would stretch from Detroit to St. Louis

PREPOSITIONING

6,432,000 MREs on Prepositioned Ships Titus and

64,000 tons Ammo

Afloat and ashore;

324 Tanks and 374

Bradleys

Enough Preposition… Support One Divis…

Forward Repair Activities* Providing Strategic Value by Leveraging the National Industrial Base; Essential to Maintaining Operational Tempo – *Key to Executing Reset Strategy

GLOBAL UPDATE

CURRENT OPERATIONAL FIGURES

XX Aircraft in Reset

XX T700 Aircraft Engines Produced

XX Tons of Chemical Agent Neutralized/Destroyed

XX SOCOM Crash Damaged Aircraft in Rebuild

XX Blue Force Tracking Shipped to Theater

XX BA 5390 Batteries Produced & Shipped

XX USMC M1 Tanks in Depot Maintenance

XX SOCOM Vehicles in Repair/Upgrade

XX Radars in Depot Reapair

XXXXXXX Rounds of Rifle Ammo Produced

XX Shipments of Ammo

* Mr Motsek to provide additional data to

ONE/OEF/OIF Lessons Learned

- **Army Prepositioned Stock** – Successfully used to fight the war.

- **Forward Repair Activity** – National Maintenance Management lacked automation architecture, pre-positioned equipment, and defined doctrine.

- **Rapid Response to LOGCAP Requirements** – Flash to bang time (requirement generation to LOGCAP boots on the ground) could be improved through performance based statements of work.

- **Early LOGCAP Planning & OPS Integration** – Integration during concept development vital.

- **Army Prepositioned Stock** – Refine ASL / PLL requirements to better support "war fighter".

- **Main Battle Tank** – Fear of technology compromise led to decision to destroy abandoned tanks.

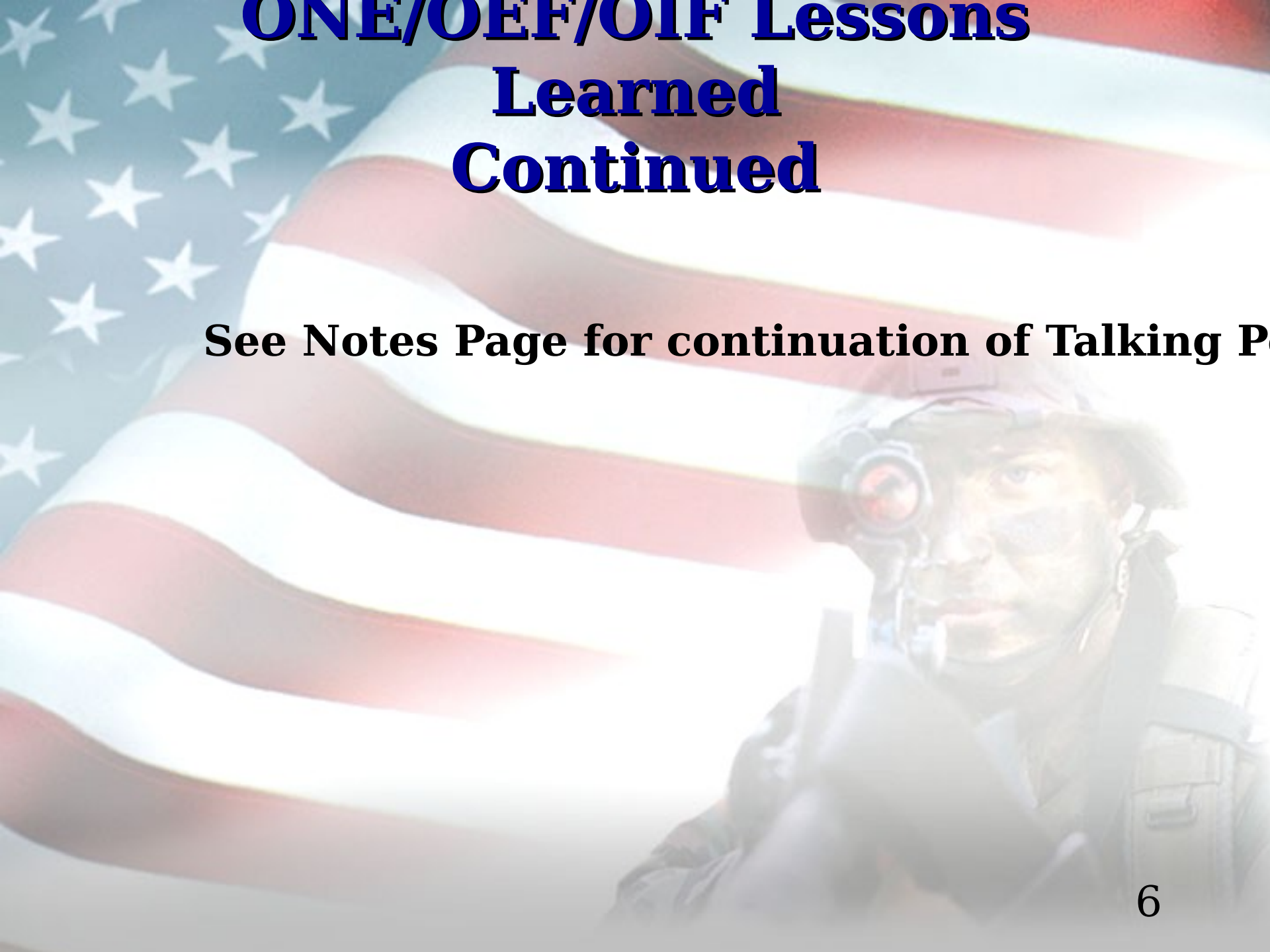
- **Distribution Business Rules** – TRANSCOM appointed Distribution Process Owner (12 Sep 03 SECDEF Memorandum).

- **Theater Distribution** – Foster battlefield distribution improvements.

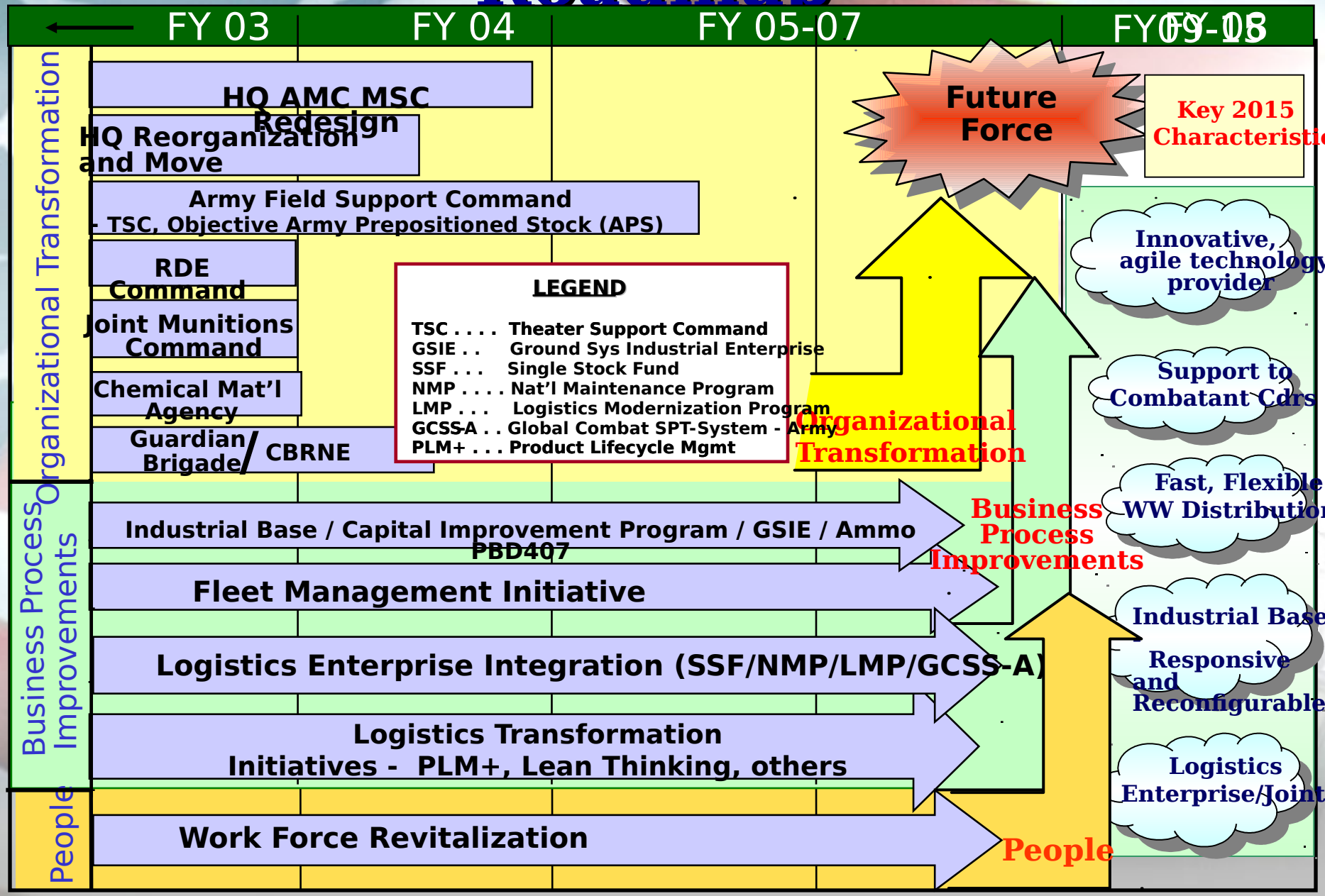
- **AMC Mobilization & Deployment Processes** – No single owner for AMC

ONE/OEF/OIF Lessons Learned Continued

See Notes Page for continuation of Talking P



AMC Transformation Roadmap

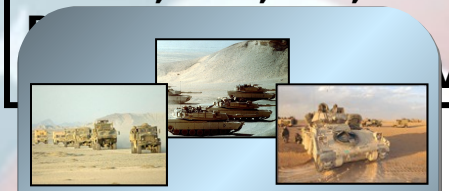

FY 03
FY 04
FY 05-07
FY 08-13
Organizational Transformation
Business Process Improvements
People
HQ AMC MSC Redesign
HQ Reorganization and Move
Army Field Support Command
- TSC, Objective Army Prepositioned Stock (APS)
RDE Command
Joint Munitions Command
Chemical Mat'l Agency
Guardian Brigade / CBRNE
LEGEND
TSC . . . . Theater Support Command
GSIE . . Ground Sys Industrial Enterprise
SSF . . . Single Stock Fund
NMP . . . . Nat'l Maintenance Program
LMP . . . Logistics Modernization Program
GCSS-A . . Global Combat SPT-System - Army
PLM+ . . . Product Lifecycle Mgmt
Industrial Base / Capital Improvement Program / GSIE / Ammo PBD407
Fleet Management Initiative
Logistics Enterprise Integration (SSF/NMP/LMP/GCSS-A)
Logistics Transformation Initiatives - PLM+, Lean Thinking, others
Work Force Revitalization
Future Force
Key 2015 Characteristics
Innovative, agile technology provider
Support to Combatant Cdrs
Fast, Flexible WW Distribution
Industrial Base Responsive and Reconfigurable
Logistics Enterprise/Joint
Organizational Transformation
Business Process Improvements
People

Setting the Force
Support to Combat Commanders

ARMY PLAN

The Army will undertake a disciplined, orderly reconstitution to restore combat power.

The Army will implement lessons from Desert Storm, OEF, OIF, and operations in the



1555 Tracked vehicles
9426 HMMWV
7074 Wheeled vehicles
3579 Trailers

ARMY / INDUSTRY PARTNERSHIP

- **Coordinated AMC & PEO / PM logistics plan**
- **Gearing up to workload organic & commercial sources**

248 AH-64
204 CH-47
431 UH-60

WAY AHEAD

- **Set the Force to support National Defense priorities**
- **Provide cost effective technology upgrades**
- **Rapidly restore Army fleet to support readiness goals**

9 Patriot Battalions
82 MLRS
125,000 ST of ammo

CHALLENGES

- **Timely evacuation of equipment back to CONUS repair facilities**
- **Managing reconstitution within established business rules**
- **Continuing to support current operation without diminished support to rest of Army fleet**

Army Prepositioned Stocks (APS) Transformation

- **Essential Enabler for Enhancing Strategic Responsiveness**
- **Supports Defense Planning Guidance (*DPG*) and DOD Global Basing Strategy**
- **APS Modernization is Priority (*First to Fight = Best Equipment*)**
- **Enhanced Support to Humanitarian Assistance & Disaster Relief Operations**
- **Integrates Early Deploying Reserve Component (*Multi Compo*) Capabilities**
- **Moving to Regional Support Concept**

Near-Term Milestones

- ARF-Guam
  - 1x1 BDE – *SEP 03*
  - Ammo Sustainment – *SEP 03*
  - Combat Service Support – *MAR 04*
  - Sustainment – *SEP 04*
- ARF-Diego
  - 1x1 BDE – *MAR 04*
  - Ammo Sustainment – *SEP 04*

End State - 2006

- Europe: 1ARx1IN (m) BDE
- SWA: 2AR x 2IN (m) BDE, FWD Pos Watercraft
- NEA: 2AR x 2IN (m) BDE, FWD Pos Watercraft
- AFLOAT: 3 Afloat Regional Flotillas (1AR x 1IN (m) BDE each)

Transforming AMC's Industrial Base

Why transform…

- National Security Missions
- Defense Future Systems Requirem
- Migrate to Public-Private Partnerships
- Reduce under-utilized capacity and costs

Commercialize When Economically Feasible at Minimum Cost & Risk

~ 65 Partnerships and 8 MOAs

Our Strategy . . . Lean/Agile Manufacturing Con

Ammunition Plants

- Implement SecArmy approved way ahead
  - ✓Integration
  - ✓Consolidation
  - ✓Divestiture
  - ✓Leasing
- Implement Armament Retooling & Manufacturing Support

Arsenals

- Implement GSIE - Ground Systems Industrial Enterprise
- Implement ASPI – senal Support Progra

Maintenance Depots

- Implement Army Depot Maintenance Public-Private Partnership Plan

- Implement Lean Philosophy
- Pursue Public Private Partnerships
- Implement Capital Improvement Program

Way Ahead . . .

- Pursue Legislative/Financial Reform
- Negotiate Plant Divestiture & Leasing Arrangements

Army Field Support Command (AF

Strategic, Operational, Tactical Logistics…

Single Face To The Field

AMC National Level Logistics Capabilities

- RDEC's / Research Laboratories
- Integrated Materiel Management Centers (IMMCs)
- National Maintenance Program (NMP)
- Maintenance Depots and Arsenals

AMC Strategic Support in Theater

- Forward Maintenance Support
- Logistics Assistance Program
- Test Measurement Diagnostic Equipment (TMDE)
- Army Pre-position Stock
- Fielding and Staging
- Science & Technology Advisors

Theater Support Cmd

- Reception Staging Onward Integration
- Supply & Maintenance Support
- Transportation & Movement Con
- Distribution Management

Benefits:

- Enhances/integrat… end-to-end distrib…
- Improves warfighter su…

Postures Army for *Joint* logistics

Army Logistics Enterprise Integration
Integrating Army Logistics Automation

LMP
Logistics Modernization Program

2003 - 20[illegible]
- Modernize National Level Logistics Processes:
  - Forecasting
  - Demand Planning
  - Supply Planning
  - Commodity Management
  - Order Fulfillment
  - Provisi[illegible]

Installation
Installation Supply & Maintenance

2004 - 200[illegible]
- DOL uses LMP Processes
- DOL Mission Integrated into National System/ Supply Chain

PLM+
Product Lifecycle Management

2004 - 200[illegible]
- Business Intelligence
- Master Data Control
- Weapon System Tech Data Management
- Single Point of Interface

GCSS Army
Global Combat Support System Army

2006 - 200[illegible]
- Modernize Combat Service Support Processes:
  - Integrated Materiel Management
  - Supply Support Activity Management
  - Maintenance Management (Ground & Air)
  - Property Book
  - Ammo Management
  - Data Analysis

Continuous Upgrades
- Identify "Legacy Capabilities" & Develop Migration Strategies
  - Resource the Efforts
  - Synchronize Program Schedules
- Eliminate "Stovepipes"
- Legacy Retirement

Ensure Joint Interoperability

End-to-End Integration

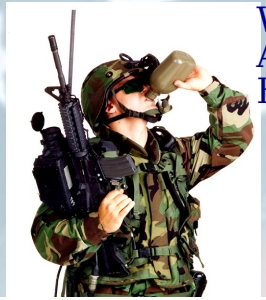
Supply Chain Optimization

Services		DLA	USTRANSCOM		Theater Commander
Research, Development Test and Evaluation	Acquisition	Storage	Inter-Theater Movement	Intra-Theater Movement	Tactical Movement and Distribution
Factory		DDC	POE	POD	TDC / SSA / Foxhole

Technology

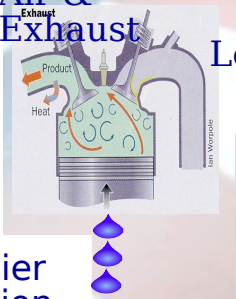
Footprint Reduction

Examples:



Individual Soldier Water Purification

Water from Air & Exhaust



Logistics Command and Control

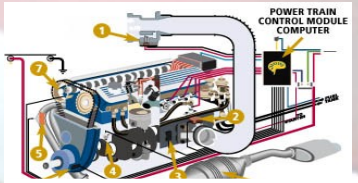
Rechargeable Battery

OBJECTIVE

- **100% Logistics Situational Awareness, Asset Visibility, and Global Reach**
- **Point of consumption water (air, exhaust, purification)**
- **Reduce delivered food weight/volume (75%)**
- **Reduce repair parts (weight/volume) use (75%)**

Reducing Maintenance Burden

Examples:



Perpetual Test Embedded Diagnostics/Prognostics

Smart Battery

Ammunition Health Monitor

Petroleum, Oil & Lubricant (POL) Sensor

OBJECTIVE:

- **Reduce Preventive Maintenance RQMT (90%)**
- **Reduce Maintenance Time (75%)**
- **No Test, Measuring and Diagnostic Equipment (external) / No Special Tools**
- **Better embedded diagnostics/prognostics**

Parting Thoughts

- ***Joint Concepts*** . . . Army posturing itself for joint logistics support

- ***Army Prepositioned Stocks*** . . . Resetting the Force and meeting the Transformation requirements

- ***Army Logistics Enterprise Integration*** . . . Common operating picture . . . Integrated common processes for more efficient/effective logistics

- ***Technology*** . . . Leveraging emerging capabilities to reduce footprint and move the right technology to the soldier, faster

BACK-UP SLIDES

AMC Support to Combat Commanders
Logistics Civil Augmentation Program

What is LOGCAP…

- ✓ The Army's Premier Contingency Contracting Vehicle that Leverages Worldwide Corporate Resources for CS/CSS Force Augmentation
- ✓ Supports the Current, Stryker, & Objective Forces and War on Terrorism

Pre 9/11…

- ✓ Plan Development of Supported CINCs
- ✓ East Timor: Base Camp / Medical
- ✓ Balkans: TMDE / AOAP
- ✓ Haiti: Medical Support for Dept of State
- ✓ Colombian Army: Aviation Support / Training
- ✓ [illegible]ort

Over $13.1M in Requirements and 94 Contractors

Post 9/11…

- ✓ Supporting every major MACOM: OEF / OIF
- ✓ Base Camp Operation and Maintenance: Afghanistan, Kuwait, Iraq
- ✓ Theater Transportation: Kuwait, Iraq
- ✓ Life Support: Coalition Provisional Authority (CPA) & Iraqi Survey Group (ISG-DIA)
- ✓ Qu[illegible] Corps

$3.0B in Requirements 6,753 Contractors

Future…

- ✓ Homeland Security, Stryker, Expanding Requirements of OEF/OIF, Liberia?
- ✓ LOGCAP Critical to Contingency Operations

AMC Forward Repair Activities (FRA)

Operation Iraqi Freedom

Aviation Depot Maintenance Roundout Unit (ADMRU) pro

AMCOM (300 Mil/3Ctr) 381 NMP Lns

- ✓ Aviation Depot Maintenance Roundout Unit (ADMRU)
- ✓ Mast Mounted Sight Team (MMS)

TACOM (2 Mil/35 Civ/8 Ctr) 162 NMP Lns

- ✓ Team Armor Partnership (TAP)
- ✓ TACOM FRA

CECOM (56 Civ & Ctr) Repair & Return

- ✓ Electronic Sustainment Support Center (ESSC)
- ✓ Tobyhanna (TYAD) FRA
- ✓ Intelligence Electronic Warfare and Mobile Regional Support Center (IEW RSC)
- ✓ Mobile Subscriber Equipment

Tobyhanna FRA Performs maintenance rep for STAMIS hardware, Tier III ADPE, and office automation equipment.

Class IX Sustainment Focused

Team Armor Partnership supports M1A2, M1A2 Wolverine, M2/M3 Bradley

TACOM FRA supports a variety of tactical vehicles, CS and CSS equipment.

Chart Option B

Army Logistics Enterprise Integration
End-to-End System Integration

One Set of Technical Data as an integrating Enabler across the Life cycle

ACE
Collaborative Product Development

PLM+
Army Single Interface Point
Flexible Data/Communications infrastructure to enable PBL across Army Inventory

Army Logistics Enterprise
Sustainment Processes

Tech Data Repository:
- OEM
- AMC
- PEO/PM/PS

Tech Data Agreement Based on PBL/PBAs

Interface with DLA TRANSCOM other Services and JIM requirements

National - LMP

Field - GCSS Army

PDM

Master Data & Platform Data

Weapon Systems Sensor Data

Mobile Platform FCS, SBCT or Current Force based UA

FCS Supportability IPT

Log Transformation Product IPTs

Seamless Architecture integrated on TLSCIM ICW BEA and BEA LOG

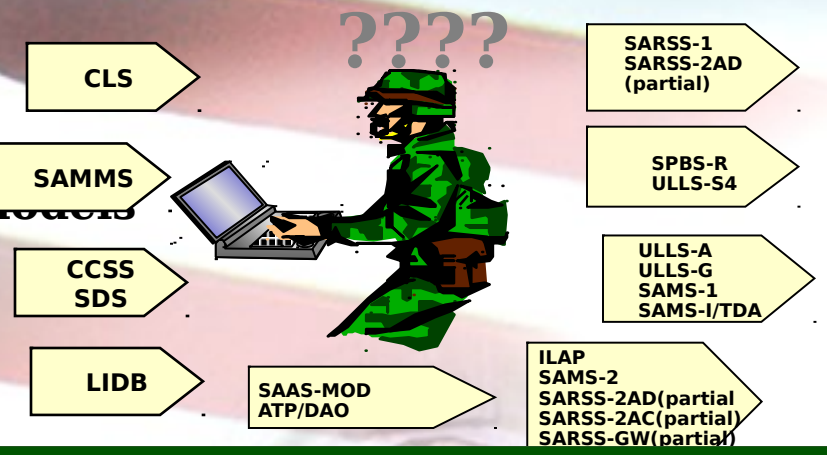
Chart Option C Army Logistics Enterprise Integr

How we operate today . . .

Current Situation

Problem:

- Stovepiped legacy systems
- Multiple databases - - reconciliation iss
- Multiple organizations/decentralized m
- No common performance measures
- Lack of flexibility



Multiple Organizations

- AMC (MSCs/Depots)
- LOGSA
- DLA
- PEO/PM/CLS
- OEMs
- MTMC
- CASCOM

A Soldier's View - - Soldier deals individually with all elements of a complex process

Vision of the Future: Enterprise deals with the

Unit of Action

Army Logistics Enterprise Concept - Centralized Hub

- Single Interface Point
- All Classes of Supply
- Distribution Systems
- Inventory
- Combatant/Unified Commands

AMC
JIM
PEO/PM
DLA
MTMC
CASCOM

Single Army Architecture

Enterprise Tenets

- Enterprise Resource Plan
  Business System Backbo
- Common, Best Practices
- Network Centric
- Single Data Environment
- ***Single Point of Plug-In***

-Built on Future Logistics Enterprise-

ARMY PREPOSITIONED STOCKS
What are they?

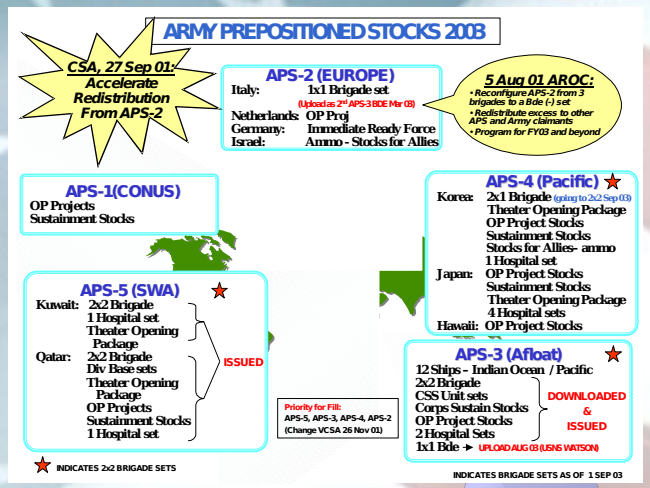
Equipment & Supplies in Pre-configured Brigade and Unit Sets
Plus Operational Projects and Army War Reserve Sustainment Stocks

Stored In Strategic Locations World Wide

- **A 2x1 Bde Set Includes:**
  - *88 Tanks*
  - *98 BFVs*
  - *331 Other Tracked Vehicles*
  - *849 Wheeled Vehicles*

For Issue to Deploying Army Units in support of CINC and Army Component Cmd War Plans

Army Prepositioned Stocks Transformation



- Prepositioning is an Essential Enabler for Enhancing Strategic Responsiveness and Army Forces
- Program Evolving to Support Army Transformation Strategy
- Refocused Based on Current Defense Planning Guidance (*DPG*) and Emerging DOD Global Basing Strategy
- APS Modernization is Priority (*First to Fight = Best Equipment*)
- Provides Enhanced Capability to Support Humanitarian Assistance & Disaster Relief Operations
- Integrates Selected Early Deploying Reserve Component (*Multi Compo*) Capabilities Into APS

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